


Stadium & Security 



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Summary project management approach

- defining the desired result of the project upon start
- working in a structured and controlled 'project management' approach to achieve result
- follow the right sequence (*phasing*)
- clear decision making based on decision documents after each phase (*deciding*)
- managing the projects on the elements time, money, quality, information and organisation (*managing*)
- "projects fail at the beginning rather than at the end"


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Objective of project management approach

*warranting that the stadium will meet its objectives in terms of
increased safety, security, service and financial performance (project quality)
and
will be realised within budget and time*

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Definition of a Project

- "projects do not exist, one has to create them"
- projects have a pre-defined end result,
- projects have a finite time span, with a clear start and clear finish
- projects are unique
- projects are multidisciplinary
- projects are complex, uncertain and costly
- projects have one client or principal
- projects are essential for those involved
- projects are manageable from one point


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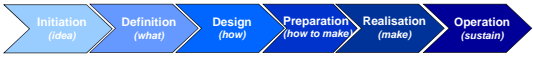
Projectmanagement approach

- consist of 3 basic elements:
 1. *phasing*
 2. *deciding; and*
 3. *managing*
- working from abstract to detail (*think, organise & realise*)
- can be applied for all kind of jobs, in particular construction works; but
- can not be used for processes (R&D, negotiations, sales); and
- is senseless for routine jobs

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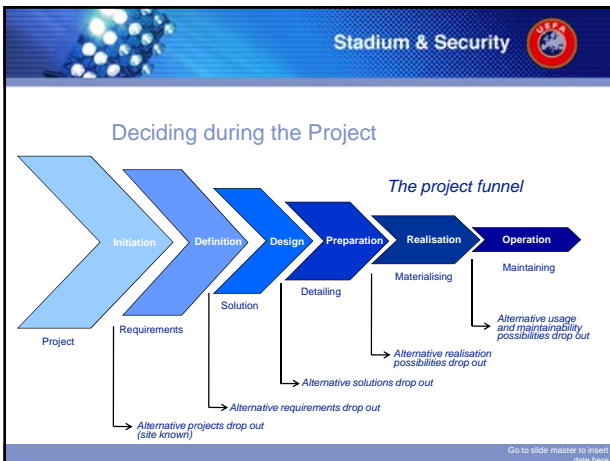
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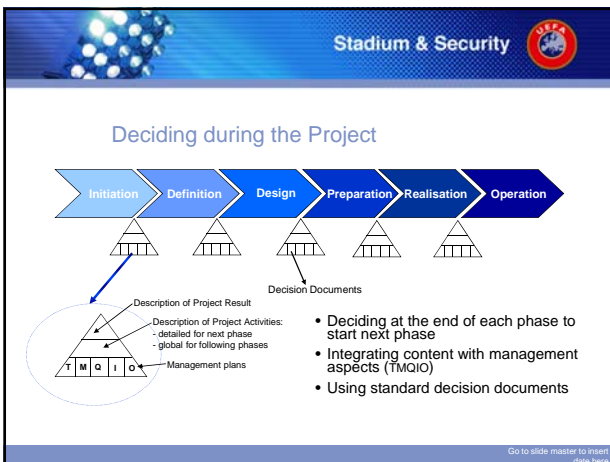
Phasing the Project into six phases



- **Initiation:** *idea* conception and defining the (desired) result of the project
- **Definition:** describing *what* the project result should be able to achieve (functions / performance)
- **Design:** defining *how* the solution matches these requirements
- **Preparation:** defining *how to make* the project result or solution
- **Realisation:** actual *making* of the project result
- **Operation:** *sustain* the project result

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- ### Managing the Project
- managing the project on 5 aspects:
 1. **Time:** realise the project within the deadline
 - Prepare a planning
 - Allocate resources (quantitative and qualitative)
 2. **Money:** realise the project within the budget
 - Prepare a budget
 - Control the costs and make sure income is realised
 3. **Quality:** realise the agreed projectresult
 - Prepare quality requirements
 - Agree who will compare, how and when the quality will be compared
 - Quality is good only if it meets the requirements set at the beginning!
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Managing the Project

4. Information: inform relevant parties about the project status
 - Inform about project result and activities
 - Draw up uniform decision documents (to be approved)
 - Document versions and distribution
 - Communication = external information
5. Organisation: who makes part of the project
 - Who is part of the project and of its relevant environment
 - Draw up tasks, responsibilities and authorities
 - Ways of cooperation, communication and functioning

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Phase 1: Initiation or *idea* phase



<p>Duration:</p> <ul style="list-style-type: none"> • 6 - 12 months <p>Deliverables <i>process-oriented</i>:</p> <ul style="list-style-type: none"> • describe the project or idea • outline project plan entire project <ul style="list-style-type: none"> • Planning • <u>Budget ± 20%</u> • Quality • Project organisation outline • Project information plan • detailed project plan next phase • project management report (TBQIO) • approved stadium project 	<p>Deliverables <i>content-oriented</i>:</p> <ul style="list-style-type: none"> • project brief <ul style="list-style-type: none"> • expected project result • project goal(s) • project boundaries • project ambition level • (pre-)feasibility study <ul style="list-style-type: none"> • Estimate investment stadium • Financing sources & costs • Market potential and marketing strategy • Estimate operating revenues and costs • Risk and sensitivity analysis • site analysis <ul style="list-style-type: none"> • Geotechnical • Land value • Commercial possibilities • infrastructure
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Phase 1: Initiation or *idea* phase



<p>Common mistakes:</p> <ul style="list-style-type: none"> • No project plan • Start the project with a design • Legacy after event (e.g. 2012) neglected • No stadium concept or wrong concept • Investment estimate not realistic and in line with ambition level 	<p>Tips:</p> <ul style="list-style-type: none"> • Ambition level, culture and tradition of club important • Choose right <i>stadium concept</i> • How/where to achieve synergy with environment (location factor) • Football experience is essential for success • Avoid 'being stuck in the middle' • Choose one project only!
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2. Definition phase



Duration:

- 6-12 months

Deliverables process-oriented:

- Describe what is going to be made
- Definition project and sub-projects, incl. their requirements & interrelation
- Detailed project plan next phase
- Project management report (TBQIO)
- Approved stadium program

Deliverables content-oriented:

- Business plan**
 - incl. market research & marketing plan
 - incl. investment estimate $\pm 10\%$
 - financing plan/structure
- Program of requirements**
 - external requirements (e.g. UEFA, Green guide)
 - functional requirements (performance, functions, spaces, characteristics)
 - operational requirements (use, maintenance & management)
- Conceptual design**
 - visualisation of the program
 - essential floor plans, cross-sections
- Conceptual masterplan**
 - Situation and infrastructure of stadium

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2. Definition phase




Common mistakes:

- Completely ignoring the definition phase (one A4 client brief only)
- Ignoring the link between business plan (performance) and program (functions)
- Not keeping the program up-to-date as the project evolves

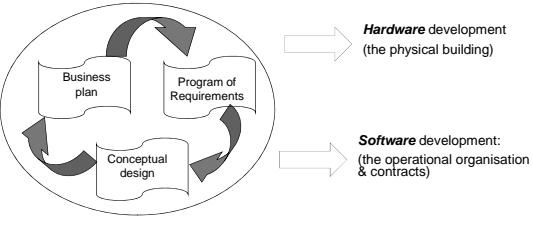
Tips:


- Distinguish matchday vs. non matchday situation
- Prepare for the future, don't plan for yesterday!
- Involve **all** stakeholders early in defining requirements
- Take into account the "new stadium effect" !
- Future lifecycle costs (maintenance)
- Involve the fans!

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2. : Definition phase: Foundation of project



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3. Design phase

Duration:

- 4 - 6 months

Deliverables process-oriented:

- Describe how it is going to look
- Detailed project plan next phase
- Project management report (TBQIO)
- Approved stadium design

Deliverables content-oriented:

- Preliminary design
- Definitive design
- Environmental impact assessment
- Economic impact assessment
- Transportation study
- Definitive Masterplan

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3. Design phase

Common mistakes:

- function follows design (architect's view) vs. design follows function (operator's view)
- Not keeping track of alterations to the design and their impact on the price

Tips:

- Football experience to be reflected in design
- Safety, Security & service !
- Design should enable realisation of business plan
- Team with experience in sports facilities, don't reinvent the wheel !

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4. Preparation phase

Duration:

- 3 - 6 months

Deliverables process-oriented:

- Describe how the stadium is going to be made
- Detailed project plan next phase
- Project management report (TBQIO)
- Approved realisation program

Deliverables content-oriented:

- Planning permission(s)
- Building permission
- Bill of quantities / book of specifications with finishings
- Tender documents
- Construction contract (GMP)
- Detailed construction planning

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4. Preparation phase

Common mistakes:

- Contracts with building contractor focused on planning and budget not on quality...

Tips :

- Guaranteed maximum price !!
- Delay penalties for contractor
- Permits take time.....

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5. Realisation phase

Duration:

- 12 - 24 months

Deliverables *process-oriented*:

- Realise the project
- Detailed project plan next phase
- Project management report (TBQIO)
- Approved stadium operations plan

Deliverables *content-oriented*:

- Construction drawings
- As built drawings
- Commissioning report(s)
- Maintenance manuals installations
- Warranty procedures

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5. Realisation phase

Common mistakes:

- Making radical changes to the design in this phase is very expensive
- Not keeping track of variations to the contract of the building contractor

Tips:

- Appoint an independent quality control function
- Construction supervision important (quality aspect)
- Do your homework in phase 1 to 3

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6. Operational phase



Duration:

- >30 years

Deliverables process-driven:

- Strategic plans (5 years)
- Annual plan & budget

Deliverables content-driven:

- Organisational blueprint
- Job profiles & task descriptions
- Training programs
- Operational procedures:
 - financial & administrative
 - logistics
 - maintenance, repair & replacement
 - security
 - health & safety
 - etc.
- Permits and licenses
 - stadium / user license
 - FA /UEFA license
 - etc.

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6. Operational phase




Common mistakes:


- Stadium manager and key staff appointed only shortly before opening
- No relation made between operational contracts and stadium program (i.e. who can use which area when)
- Planning allows no time for a period of test events

Tips:

- Start building operational organisation already during phase 2
- Get operator(s) and service contractors on board early
- Development of the software (organisation) vs. development of hardware (building)
- Know your stadium upon completion
- Training & test events
- Stadium is not completed when construction has finished

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Thank you for your attention!

Question?